

**UTAH**

**WORK**

*Life*

**AWARDS 2002**

# 2002 UTAH WORK/LIFE AWARDS

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**In 2002,** a year of challenges and economic uncertainties, many people examined their lives and realigned their priorities. Utah Work/Life Award-winning companies showed their true colors, working hard to support their employees and relying on their company values, visions and missions to maintain direction.

As we celebrate the fifth year of the Utah Work/Life Awards, we also celebrate a matured understanding and approach to work/life issues by Utah companies and employees alike. The tangible benefits of successful work/life initiatives include improved: retention and recruitment, customer and public relations, employee morale, loyalty and productivity. Winning companies have also realized reduced health care costs, absenteeism and turnover.

Investing in and addressing work/life needs is not just about doing right by employees – it is about creating sustainable, successful organizations. The breadth of inclusiveness and creativity in workplace innovations this year was remarkable. Employees shared valuable insights and enthusiastic responses, and their comments and thoughts are featured throughout the booklet.

## 2002 AWARDS

This year over 40 companies were nominated for the Award. Finalist companies demonstrated outstanding, innovative practices to successfully meet their workforce and business needs. Employees weighed in on what was most important to them, what was working well and what was not. The Award winners all had one thing in common – the majority of employees felt their company made an effort to understand the diverse needs of its workforce and had taken steps to support them.

For details on the Award process, please see page 17.

# And the 2002 Winners Are...



	Company	Number of employees	Industry	Location	Years on list
	ARUP Laboratories	1,455	Medical Laboratory	Salt Lake City	Third year
	Cottonwood Heights Parks and Recreation Service Area	230	Community Recreation Facility	Cottonwood Heights	First year
	Futura Industries	220	Metal Extrusions	Clearfield	Fourth year
	Intermountain Health Care (IHC)	24,000	Health Care	Salt Lake City	Fourth year
	Nicholas & Company	475	Food Service	Salt Lake City	Second year
	Redmond Minerals	93	Mining	Redmond	Second year
	Regence BlueCross BlueShield of Utah	896	Health Care	Salt Lake City	Fourth year
	Stampin' Up!	420	Direct Sales – Decorative Stamps & Scrapbook Supplies	Sandy	First year
	Sunshine Terrace	356	Assisted Living, Long-Term Care	Logan	Second year
	University of Utah Hospitals & Clinics	5,382	Health Care	Salt Lake City	Second year

## Successful Work/Life Investments

### POSITIVE RESULTS

- **FUTURA** measures turnover, employee satisfaction, leadership effectiveness, and the value of work/life initiatives it has in place. Since aggressively implementing their work/life initiatives, turnover has dropped by 60%.
- **ARUP** reduced turnover by 20% in the past two years, and reduced posted jobs by 66%. Eighty-four percent of their workforce says that the work/life benefits/practices have a “high influence” in their decision to stay with **ARUP**.
- **IHC** has decreased turnover by 3% in each of the last two years. Exit interviews indicate that most employees leave for family reasons. **IHC** allows employees to leave and come back within 6 months with full reinstatement, and retirees can work 1,000 hours a year and still retain retiree status, allowing them to retain seasoned employees.
- **FUTURA** leadership says there is no question that employees are happier and more productive as a result of implementing work/life practices. **FUTURA** says employees “speak with their feet,” and are more focused on quality and customer service than ever before.
- Implementation of incentive based pay, combined with flex scheduling options has decreased **NICHOLAS & COMPANY**’s turnover in key departments by more than 50%.
- From the beginning, work/life issues have been the foundation of **STAMPIN’ UP!**. In the last year, **STAMPIN’ UP!** has had a 21% increase in number of employees, and 23% of its workforce have worked for the company for 4+ years. **STAMPIN’ UP!** believes that employees are the bottom-line.
- **ARUP** has an on-site health clinic for employees and their families. It saves **ARUP** over \$1 million/year, and they have not had to raise their insurance premiums in seven years.

Winning companies have addressed their business challenges with effective work/life strategies. Their commitment and creativity in their work/life efforts are paying off...big time!

### CONTINUAL LEARNING

Many of the winning companies hold tight to the tenet of valuing on-going education. Companies put their money where the books are and provide financial support to assist employees and their families in heading back to school. Following are some specifics on the tuition-reimbursement programs of the Award winners:

#### Company

ARUP  
Cottonwood Heights  
Futura  
IHC  
Nicholas & Company  
Redmond Minerals  
Regence BlueCross BlueShield  
Stampin’ Up!  
Sunshine Terrace  
U of U Hospitals & Clinics

#### Policy

50-100% reimbursement  
75% reimbursement  
\$2,500/year reimbursement  
70% or up to \$2,000/year reimbursement  
100% reimbursement  
100% reimbursement  
90%; up to \$4,000/year reimbursement  
\$1,500/ year reimbursement  
Eligible for employee scholarships  
50% reimbursement

#### Eligible

Employees & Family  
Employees  
Employees & Family  
Employees  
Employees  
Employees  
Employees  
Employees  
Employees  
Employees & Family

## Flexible Work Arrangements



### BEST PRACTICE

#### Redmond Minerals

encourages associates not to watch the clock and aim to work any certain number of hours. The idea behind Redmond's philosophy is that associates should focus on results, believing "good enough never is" and give everything to the effort, while still balancing family and personal life.

### EMPLOYEES SPEAK...

- ❑ "The **REGENCE BLUECROSS BLUESHIELD** flexible time program is great. When I was going to college, my work schedule changed every 10 weeks or so. Sometimes I worked 3-10 hour days and 2-5 hour days, and sometimes I worked different hours every day of the week."
- ❑ "As a husband and father, I appreciate the flexibility at **SUNSHINE TERRACE** to leave work during the day to support family events. It is important in my position to be at work during business hours. However, when the need arises, I find it quite easy to find someone to cover for me while I go to a child's program or event."
- ❑ "I began working with **STAMPIN' UP!** as a part-time employee, then jumped at the opportunity to work full time when they offered me a flexible work position. I work two days in the office, three days at home. This flexibility shows me they understand and support my priorities and value me as an employee."
- ❑ "Two of my co-workers at **U OF U HOSPITALS & CLINICS** work 4-10 hour days rather than the traditional 5-8 hour days. This schedule enables us to extend the number of hours our account management services are available to our customers. The change has been great for our team as well as our customers."
- ❑ "Work schedules at **REDMOND MINERALS** are very flexible. We just do the job that needs to be done and we set the time that we actually do it."
- ❑ "At **ARUP**, the flexibility of each shift, as well as the ability to move from one type of schedule (4-10s) to another (5-8s) has allowed me to finish school, to travel, and to snowboard in the winter. It has been a major benefit to working here."
- ❑ "At **COTTONWOOD HEIGHTS**, I can work part time with benefits, which is great for me because my husband is retired and I still have the insurance to cover both of us."
- ❑ "I travel quite extensively for **FUTURA**, so when I am in the office, it is standard procedure that if my work is completed, I am free to leave and take care of things other than work. This flexibility allows me to balance my professional and personal life very well."
- ❑ "I completed both a bachelor and a master's degree while working full time for **IHC**. My supervisors were very supportive in allowing me flexibility in my schedule. I could not have done it without their assistance and the tuition reimbursement."
- ❑ "When I started with **NICHOLAS & COMPANY** I was still attending college so each semester my work schedule changed to fit my class schedule. My education was important to both my employer and me."

### CEO QUOTES

"Allowing employees an opportunity for flexible scheduling is a win-win situation. We strive to accommodate employees' activities outside of work so they can reach a balance. Our willingness to work with employees' varying schedules assures them that they are valued team members."

Mike Peterson, Director, Cottonwood Heights Parks and Recreation Service Area

## Child Care & Elder Care

### EMPLOYEES SPEAK...

- ❑ “Free, on-site child care is a tremendous benefit to **COTTONWOOD HEIGHTS** employees. Nursing mothers can continue to nurse onsite and visit with their children when necessary.”
- ❑ “The fact that the **U OF U HOSPITALS & CLINICS** is very proactive in providing an elder care subsidy and the option of insurance for me as an employee, helps to ensure that my family will not be burdened by additional expenses.”
- ❑ “When my mother broke her ankle I was able to bring her to work with me at **SUNSHINE TERRACE**. She became a participant in the Adult Day Center. This made it easy to care for her while continuing to work.”
- ❑ “We have a beautiful new on-site child care center that also offers pre-school programs. **IHC**’s Under the Weather program works well for employees that have sick children but are not able to miss work.”
- ❑ “At **NICHOLAS & COMPANY** we recently developed the ‘Nicco Kids Room’ to allow parents to bring children to work with them in back-up/sick child care situations. The room has a computer workstation and phone for the parent, and toys and videos for the children.”
- ❑ “**REGENCE BLUECROSS BLUESHIELD**’s elder care subsidy and resource/referral services have been a great boon to me. My mother is aged and now in a nursing home out of state. Being able to use the Senior Advocate program saved me many headaches and worries.”
- ❑ “Kids around the office are becoming a normal sight at **REDMOND MINERALS**. My kids love to go to work with me. **REDMOND MINERALS** has created a kids room where children can stay and play with toys, read books, watch movies, play video games, take a nap, or draw on the whiteboard.”
- ❑ “My child is enrolled at the **REGENCE BLUECROSS BLUESHIELD** on-site child care center. I am able to interact with my son on every break and share lunch daily.”
- ❑ “I am grateful for the elder care support group at **IHC**. Both of my parents are aging and beginning to have health problems.”
- ❑ “**STAMPIN’ UP!** has been great in the fact that they match my monthly contribution to my day care flex plan, thus cutting my cost in half to have day care for my kids. This is a benefit for any employee who declines medical coverage, which works out fine for me because we have coverage through my spouse.”
- ❑ “My husband and I have worked hard to share our child care responsibilities. **U OF U HOSPITALS & CLINICS**’ flexible work hours has allowed us to care for our own children the majority of the time.”
- ❑ “At **REDMOND MINERALS**, we are able to leave at a moment’s notice if our children need us. We can go to them, so I feel like our child care needs are covered.”

### BEST PRACTICE

To assist employees in caring for their senior family members, **Regence BlueCross BlueShield** offers a package called Senior Advocate, which includes expert legal, financial, tax and adult care assistance.

The **U of U Hospitals & Clinics** has an on-site, subsidized, child development center, which also provides emergency back-up care. Employees also have access to a child resource library and child care resource and referral services.

“The needs of our employees are diverse and ever changing. We continually evaluate our programs and make changes as needed. In 2002, we added a sixth child care center, Directions: Elder Care Services, and long-term care insurance to our portfolio of work/life programs.”

William H. Nelson, President & CEO, Intermountain Health Care

### CEO QUOTES



## Family & Flexible Benefits



## BEST PRACTICE

**Futura** provides free, on-site tax preparation services for all employees.

**IHC** provides health insurance coverage for their employees' grandchildren.

## EMPLOYEES SPEAK...

- ❑ “The emergency loans **FUTURA** offers have helped me and my family get through some very difficult and challenging times. You can pay them back right away or take up to a year.”
- ❑ “I actually got to use the **ARUP** adoption cost reimbursement last year. Adoption is expensive and having the company understand that and share in those costs made me feel that they really cared about being in a partnership with their employees.”
- ❑ “I needed legal assistance and **NICHOLAS & COMPANY** added pre-paid legal services as a low-cost benefit that helped me tremendously.”
- ❑ “In the past, **REDMOND MINERALS** has helped quite a few employees with emergency loans. They offer annuities and savings plans with great interest rates, promoting better productivity for long-term financial success.”
- ❑ “The domestic partner benefits at **REGENCE BLUECROSS BLUESHIELD** sure have been a great addition to the policies.”
- ❑ “I have worked at several companies, and the maternity leave at **STAMPIN’ UP!** is better than that offered at any other company.”
- ❑ “A co-worker at **SUNSHINE TERRACE** adopted a boy and was excited to find out that our benefits help out with the adoption costs. I never realized how expensive it was.”
- ❑ “When I talk to others about the flexible benefits of **ARUP**, they are shocked and the only words they utter are ‘you are so lucky’.”
- ❑ “I like the fact that as a part-time **COTTONWOOD HEIGHTS** employee I can take advantage of the retirement benefits available.”
- ❑ “I took full advantage of **NICHOLAS & COMPANY**’s flex spending accounts last year and saved about \$1,000 out-of-pocket in medical expenses.”
- ❑ “The flexible spending account has allowed me in my mid-50s to have braces; something I have wanted to do for many years. I applaud **STAMPIN’ UP!** for all the benefits that have been added in the last several years.”
- ❑ “**U OF U HOSPITALS & CLINICS**’ flex-spending benefits are extremely helpful. I can usually reduce my taxable income by about \$6500. At this stage of my life I am utilizing the child care and medical options.”
- ❑ “The flexible benefits are one of the most attractive aspects of **SUNSHINE TERRACE**. Employees have told me they have chosen employment at **SUNSHINE TERRACE** because of the flexible benefits package.”

## CEO QUOTES

“We strongly believe that our mission must be applied to our employees as well as our clients and their families. We strive to support our employees holistically with an employee wellness program, an employee assistance program, a 125 Plan, a 401(k) plan and good health benefits.”

Sara V. Sinclair, CEO, Sunshine Terrace Foundation



## EMPLOYEES SPEAK...

- ❑ “When I was married last spring, **FUTURA** allowed me to borrow vacation time that I hadn’t earned yet.”
- ❑ “I have used most of the time-off options available at **ARUP**. I have not yet taken a sabbatical, I am just waiting for an excuse!”
- ❑ “I have a co-worker with a child who was born with an immunity disability. It is important for her to have time off to care for her child, and **NICHOLAS & COMPANY** has always been very accommodating.”
- ❑ “I love that I can use my PTO for whatever I need. In my former job, we only had sick days. So if I took a day off to run errands, I felt guilty and worried someone might ‘see’ me. **STAMPIN’ UP!** allows me to take accrued time off for my chosen reasons.”
- ❑ “Occasionally we’ll get emails from someone at home saying that they aren’t going to make it in to work that day. No one ever asks ‘why’ when you say you need time off. **REDMOND MINERALS** respects your personal life and trusts that you will make good choices.”
- ❑ “I think that it is great that at **SUNSHINE TERRACE** we are able to use our personal time as we want to without being questioned. I also think that it is great that we can donate our time to those who need it.”
- ❑ “**ARUP** wants you to have a life away from work and gives you ample time to do it. Trips to visit other countries are often the topic in the lunch room because we are allowed so much time away from our work.”
- ❑ “Time off has been the most important benefit I have used since beginning with **ARUP**. With the birth of my youngest son, I was able to spend the time with my wife and newborn without fear of losing my job or pay.”
- ❑ “I very much appreciated the bereavement time I was given when my father died a few years ago. I only needed one week, but my **IHC** manager told me I could take as much time as I needed to, which meant a lot to me.”
- ❑ “It’s wonderful that the **U OF U HOSPITALS & CLINICS** allows new employees to accrue time off from their first day instead of make them wait until their probationary period is over. I am a single parent of a preschooler, which means that I usually need to take a lot of sick time...it’s nice to have that available to me.”
- ❑ “Where else do you start off with 17 days of time off your first year. Does it get any better than this? No wonder people are drawn to **ARUP**.”
- ❑ “We had a gal who was very sick after having her baby and she ran out of sick leave, so we donated to the sick leave bank for her. I think this is very good employee relations policy here at **COTTONWOOD HEIGHTS**.”

## BEST PRACTICE

At **IHC**, new employees are immediately eligible for up to 25 days of paid time off (PTO) each year. This time can be used for whatever the employee wishes.

“At **ARUP** our employees have PTO which they may use for anything – short-term illness, vacation, caring for sick children or elderly parents, etc. In addition, we have a “catastrophic pool” of PTO to which employees donate time.”

Carl R. Kjelsberg, M.D., President/CEO, **ARUP Laboratories**



## BEST PRACTICE

**Redmond Minerals**

allows each associate up to 28 hours per year of paid leave for community service activities.

## EMPLOYEES SPEAK...

- ❑ “Being allowed to volunteer for the 2002 winter games as an **ARUP** employee was one of the great experiences of the last year.”
- ❑ “At **IHC** we have more than 60 volunteers from the community who come in and play the piano for employees, patients and the community to enjoy – it’s really nice.”
- ❑ “Our organization is heavily involved in community projects, from supporting the local community council, to partnerships with local schools to provide more green space. **COTTONWOOD HEIGHTS** is a pacesetter in this area.”
- ❑ “Through **U OF U HOSPITALS & CLINICS** I was able to volunteer for the 2002 Winter Olympics and was paid for the 2+ weeks.”
- ❑ “Several times a year, employees are given the opportunity to miss work to participate in community service projects. I am impressed that **FUTURA** is willing to sacrifice valuable employee time to give back to the community.”
- ❑ “Several of my coworkers at **IHC** are involved in a volunteer project donating 10 days a year of rehab services and supplies to people in Haiti. The project was started by one of our doctors about 5 years ago, and they now have a self-supported rehab clinic in Haiti.”
- ❑ “**NICHOLAS & COMPANY** sponsors many volunteer projects. In December, we had a St. Nicholas Holiday party for Headstart children. After September 11, 2001, **NICHOLAS** offered paid time off for employees to donate blood at a local Red Cross. In addition, every Thanksgiving **NICHOLAS** offers to its employees a turkey and an apple pie. We have the option to take it home or donate it to the food bank.”
- ❑ “Every spring and fall, **REDMOND MINERALS** employees get together and pick up trash along a stretch of highway. The president of the company can always be found among the vast sea of orange vest-wearers.”
- ❑ “The **U OF U HOSPITALS & CLINICS** provided me the wonderful opportunity in July to have a paid day off to participate in the Campaign for our Community where we helped to clean up the Jordan River.”
- ❑ “One thing I have really enjoyed is **SUNSHINE TERRACE’s** involvement in local schools. It is so neat to see the school children come and interact with our elderly residents. I know both the children and the residents enjoy it.”
- ❑ “In response to 9/11, **STAMPIN’ UP!** designed a commemorative stamp and donated 100% of its sales, more than \$1.1 million, to the September 11th Fund.”

## CEO QUOTES

“When workload was down for several months, we faced the necessity of laying off employees. We chose instead to involve our employees in full-time community service (almost 3,000 hours fully paid at their regular wages) until work picked up again. It was great for the community and great for the employees, who now know our commitment to their security is real.”

Shelli Gardner, Co-founder/CEO, Stampin’ Up!

## EMPLOYEES SPEAK...

- ❑ “I have used the exercise equipment and massage service here at **ARUP** - these are great benefits.”
- ❑ “It has been handy to eat lunch here at **SUNSHINE TERRACE** at the on-site cafeteria. The food is pretty good and cheaper than fast food.”
- ❑ “At **STAMPIN’ UP!** we have regular ‘stamping days’ to allow us to use our products to create handmade cards for loved ones, and increase our knowledge of company product and techniques. I know that the company cares about me and my personal development.”
- ❑ “I am a musician and occasionally have musical opportunities during regular work hours. Recognizing that I am more balanced when I have the opportunity to nurture that side of myself, **U OF U HOSPITALS & CLINICS** has been very supportive of my performing endeavors. I have been able to take part in some wonderful creative experiences (performing with Utah Opera and SLAC) with my supervisor’s support.”
- ❑ “At **SUNSHINE TERRACE**, any employee who attends a health club at least 12 times per month, is reimbursed 30% of their membership costs. Employees also have access to on-site physical therapy equipment.”
- ❑ “I have enjoyed the resources provided by **IHC**. A quiet place to nurse, EAP counseling when a friend died, Healthy Balance program, a gym to get some exercise, and discounts on products outside of work.”
- ❑ “Every other week a massage therapist comes onsite to **NICHOLAS & COMPANY**. I really look forward to the ‘relaxing’ time and the opportunity to have it at my workplace.”
- ❑ “The fitness program is what I like best about **REGENCE BLUECROSS BLUESHIELD**. It is what we can afford monthly as an employee and as a family.”
- ❑ “The only reason I am still exercising on a regular basis is because of **STAMPIN’ UP!**’s discounted health club membership! Many of us meet there after work so we can cheer each other on!”
- ❑ “**REDMOND** encourages each associate to spend 30 minutes each day at work acquiring new job-related knowledge. **REDMOND** also encourages each associate to spend 30 minutes each day away from work focusing on personal development.”
- ❑ “At **STAMPIN’ UP!** we celebrate birthdays every month, and they always make a big fuss about it and have treats for everyone in the lunchroom. We also have corporate meetings with everyone in the company once a month, and there is always free breakfast provided.”
- ❑ “At **IHC**, we receive a free lunch for our birthday. Our manager always remembers the birthdays with a special gift she purchases with her own funds.”

## BEST PRACTICE

**Futura** had certified financial planners onsite over a three month period this year to provide individual financial counseling for employees and their families.

**Cottonwood Heights**

provides a free, full rec center membership for each employee and their family. This includes swimming pools (indoor & outdoor), an indoor track, gymnasium, ice skating rink, racquetball courts, tennis courts, cardio room, and fitness room. Classes are available at 50%.

“Our fitness center, winner of a 2001 Gold Level Work-Site Health Promotion Award, is an important employee benefit. It’s not just a room with weights and treadmills; we offer weekly on-site massage, health seminars, personal fitness assessments and training from our full-time fitness center coordinator. We consider it something of a sanctuary where employees can regroup and refresh.”

John Ruch, President/CEO, Regence BlueCross BlueShield of Utah

## Company Culture



## BEST PRACTICE

**Futura** prefers the phrase “employee-friendly” to “family-friendly”, as they have a breadth of diversity ethnically, educationally, by gender, as well as in their definition of family. **Futura** tries to make sure the employees’ needs are met emotionally, financially, and psychologically.

## EMPLOYEES SPEAK...

- ❑ “When I came to **FUTURA**, I left the food industry. I had very little experience in the metal industry. I was given a mentor who was by my side to answer all of my questions for the first 3 weeks. Even now there are people who are willing to take the time to teach me the things I need to be successful.”
- ❑ “At **U OF U HOSPITALS & CLINICS**, they listen to their employees. This seems so simple, but it is so important and doesn’t happen at very many places.”
- ❑ “**STAMPIN’ UP!** fosters the growth and the success of its employees while encouraging a balance between work and family. Employees are encouraged to take time needed for family. **STAMPIN’ UP!** also encourages employees to volunteer in their communities and provides opportunities for employees to better themselves through education and experience.”
- ❑ “One of my co-workers at **U OF U HOSPITALS & CLINICS** has just returned from paternity leave. Everyone thought it was great!”
- ❑ “All of my children and grandchildren have come to **SUNSHINE TERRACE** to present programs to the clients of The Day Center as well as to volunteer their time. This is a very family-friendly environment.”
- ❑ “**NICHOLAS & COMPANY** has a great balance in their culture. We are professional but are comfortable at the same time. Our personal and work successes are celebrated, which is wonderful. People actually like to work here!”
- ❑ “**STAMPIN’ UP!** is an extremely family-friendly environment. Once when our team had been working a lot of overtime, away from our families, our supervisors sat us down and expressed their thanks, and then gave us all gift certificates to take our spouses or significant others out to dinner.”
- ❑ “**ARUP** is a unique culture. I can’t wait to get here in the morning and I enjoy working with my colleagues. We enjoy team work with all our associates.”
- ❑ “I have never worked for a company that I felt supported and encouraged, recognizing that work is work and there are other things that are infinitely more important. When **STAMPIN’ UP!**’s attitude supports my personal priorities, I am happier and more productive—plus I’m much more likely to stick around!”
- ❑ “I feel strongly that the underlying attitude of **ARUP** is much deeper than just a co-worker relationship. You become family when you work here.”
- ❑ “I would not have worked at **COTTONWOOD HEIGHTS** for over half my life if I didn’t believe in what we are doing.”
- ❑ “At **ARUP**, we are like a family at work, we have all the comforts of home, a very large and nice cafeteria, and we help each other out when we know someone is in need.”
- ❑ “As a **COTTONWOOD HEIGHTS** employee, I feel I am always respected and valued for my beliefs.”
- ❑ “It’s a great benefit to work at a company where the owner and many family members are here working side-by-side with all of us employees. We all feel a sense of family and value here at **NICHOLAS & COMPANY**.”

## CEO QUOTES

“Stampin’ Up!’s message to its employees is consistent and clear: we will support you in your family commitments, your personal growth, [and] your plans for the future. In return, Stampin’ Up!’s employees have responded with dedication, enthusiasm, and loyalty.”

Shelli Gardner, Cofounder/CEO, Stampin’ Up!



## EMPLOYEES SPEAK...

- ❑ “**REDMOND MINERALS** realizes that the success of the company is much entwined with success of a person’s family life or personal life.”
- ❑ “I have never worked in a more supportive and family-friendly corporate culture than here at **REGENCE BLUECROSS BLUESHIELD**. It seems I am constantly bragging to my family and friends about what a wonderful work environment I get to work in - I can hardly believe my good fortune!”
- ❑ “The feeling of management stratification is not present at **COTTONWOOD HEIGHTS**, I don’t feel as if I work FOR them, I feel as if I work WITH them.”
- ❑ “I think it is widely known that family comes first at **REGENCE BLUECROSS BLUESHIELD**. We still have to do our job but our family is first and we know that. I don’t have to give up time with my family for work. My mom and I eat lunch together with my daughter every day at the cafeteria and I love it.”
- ❑ “I am glad that **FUTURA** has a mentor program because I myself was once a regular employee and now I am a mentor. It feels good to help my co-workers and teach them what I was once taught.”
- ❑ “The trusting relationship **REDMOND MINERALS** has with me, and all of its employees, empowers me to do my best and to work hard at becoming a better person—at work, at home, and in the community.”
- ❑ “You can’t make everybody happy but you can be fair, compassionate and honest with everybody, and I feel **FUTURA** exemplifies this.”
- ❑ “Some of our highest principles we value as a company at **REDMOND MINERALS** are: Trustworthiness, pro-activity, accountability, humility, and courage. These are principles that are a must to maintain a culture we can be proud of and want to work at.”
- ❑ “At **REDMOND MINERALS**, I think we are the model in terms of business philosophy and environment. I have personally shared practices with family, friends, and others and they can’t believe we can run a company this way, with so much freedom and employee decision-making.”
- ❑ “I’ve brought my family through **FUTURA** on a tour because I’ve been proud to show it off.”
- ❑ “**NICHOLAS & COMPANY** is not just a company here to make money; in fact it doesn’t feel like that at all. We are family before we are a business.”
- ❑ “I think the culture at **ARUP** is contagious and folks just like to be here.”
- ❑ “At **REDMOND MINERALS**, we can have work and family without feeling guilty.”
- ❑ “I’ve taken leave twice & both times I have taken the full amount. Both time I’ve been called while on leave and offered promotions so I don’t have any reservations about how **NICHOLAS & COMPANY** treats or feels about employees in these situations.”

## BEST PRACTICE

**ARUP**’s motto is ‘making the best better.’ This applies not only to **ARUP**’s products and services, but also to its employees.

“Nicholas [Mouskondis] founded our Company in 1939, and I have followed my father’s path in moving the family business forward, keeping the foundation and direction he intended; incorporating integrity, honesty and opportunity for all of our associates. We are committed to perpetuating a positive, family-friendly work environment and we encourage our employees to have a balanced work/life relationship.”

William N. Mouskondis, President & CEO, **Nicholas & Company**

## CEO QUOTES

## Education



## BEST PRACTICE

**Redmond Minerals** pays 100% tuition and books for pre-approved learning courses.

**Nicholas & Company** offers on-site Spanish classes for native English-speaking employees and on-site English classes for native Spanish-speaking employees.

## EMPLOYEES SPEAK...

- ❑ “As a full-time student at the University, I was also able to maintain a full-time position at **COTTONWOOD HEIGHTS** and complete my degree.”
- ❑ “**FUTURA** really invests in its employees and receives the benefits of having better educated employees. **FUTURA** encourages its people to live good lives that are balanced, believing that healthy lifestyles at home lead to productive employees at work.”
- ❑ “I am so grateful for tuition reimbursement. I am a student and tuition these days is expensive. It is nice to know that **IHC** cares about furthering education and provides a way for its employees to do so.”
- ❑ “I’ve used **ARUP**’s tuition reimbursement for my spouse, my children and myself. Without that option available I know college would not have been an option for my daughter.”
- ❑ “**REDMOND MINERALS** reimburses for any course of study we want. The company buys us any books we are willing to read. We are encouraged to read books and discuss them as teams.”
- ❑ “I like the idea that if I want to continue my education I am able to do so knowing that **REGENCE BLUECROSS BLUESHIELD** will reimburse me up to \$3000. That is remarkable.”
- ❑ “The tuition reimbursement at **STAMPIN’ UP!** is a life-saver. **STAMPIN’ UP!** approves classes that would help me go anywhere in the company not just related to my job responsibilities.”
- ❑ “One of the reasons I came to work at the **U OF U HOSPITALS & CLINICS** is because of the tuition reimbursement program. As a student how can you beat having half your tuition paid by your employer.”
- ❑ “At **REDMOND MINERALS**, teams read a variety of interpersonal development books. I think this is the best way to ensure that we are addressing our most important work/life needs, by providing and sharing significant information that will continually develop us so success is the only outcome in work and life.”
- ❑ “I’ve taken advantage of the tuition reduction program as well as numerous special classes offered here at **U OF U HOSPITALS & CLINICS**. The program is so convenient it makes people participate when they may normally not be interested. My wife and I both used the 50% tuition reimbursement to earn master’s degrees and she is now close to completing her Ph.D. We wouldn’t have been able to do it without the reimbursement.”
- ❑ “The emphasis on continued training is apparent in everything that **SUNSHINE TERRACE** offers. Experts in the field of communication, management, leadership skills, effective problem solving, etc. teach courses. The Continuous Quality Improvement culture at **SUNSHINE TERRACE** focuses on turning weaknesses into strengths.”

## CEO QUOTES

“In addition to supporting any outside education, we recently created the ARUP Learning Institute, a program that further strengthens our employees by offering them Continuing Medical Education credits during working hours.”

Carl R. Kjelsberg, M.D., President and CEO, **ARUP Laboratories**



## Walk the Talk

Employees know the real deal when they see it and the pay off for companies that practice what they preach is huge.

## EMPLOYEES SPEAK...

- ❑ “**STAMPIN’ UP!**’s president’s commitment to honesty and integrity obviously filters down to her management team, and it feels wonderful to be working in a place leaders trust and can be trusted.”
- ❑ “Just after I quit to have my second child, I received the exit interview questionnaire in the mail. The message that interview sent to me was far stronger than what questions were asked. I knew that **SUNSHINE TERRACE** valued my opinion and wanted to know why I left and if there was something they could have done differently to help me stay employed with them. It says a lot that after a year away, I was excited to come back and be part of this great team!”
- ❑ “I have participated in the domestic partner benefit program since its inception. This program has allowed my non-traditional family the same superior level of health care at a low cost that traditional families at **ARUP** receive. This level of caring and support for ALL families at **ARUP** fills me with pride and long-standing allegiance!”
- ❑ “How many companies are there where the CEO can and does greet employees by name when he sees them in the hall? The employees have respect for each other as well as for the jobs we all do. We work together as a team at **U OF U HOSPITALS & CLINICS** no matter what our job is because we know none of us could do our jobs as well without the others.”
- ❑ “**REGENCE BLUECROSS BLUESHIELD** management works very hard to treat its employees with care and concern. They ask for feedback, get the worker bees involved when developing policy, and treat everyone graciously, with genuine concern. This company rocks!”
- ❑ “I was a full-time buyer and felt I needed to spend more time with my children so I decided to quit working. **NICHOLAS & COMPANY** offered me a part-time position, making me feel they really appreciated the work I had done for them in the past. It has made me want to do anything I could for this company because they were willing to do the same for me.”
- ❑ “Great leaders lead themselves with their head, using education, experience and intellect; but they lead their employees with their hearts, by caring, understanding and supporting, like they do at **COTTONWOOD HEIGHTS**.”
- ❑ “You can walk into any executive’s office at **NICHOLAS & COMPANY** and talk frankly about what they do wrong here. It’s a sign of their over-arching commitment to employees, to listen to the good and the bad, and then make things better.”
- ❑ “What made the biggest impression on me was that our CEO at **ARUP** actually walks throughout the lab and has conversations with the employees - he’s not rushed, looks one in the eye and is sincerely listening and interested. The positive work environment here begins at the top and is carried through by all employees.”

## BEST PRACTICE

At **ARUP**, all employees have the same time-off policy – there is no distinction made for managers or executives.

It is not unusual at **Futura** to see a senior manager or the president out working in the plant, side-by-side with employees on the production line.

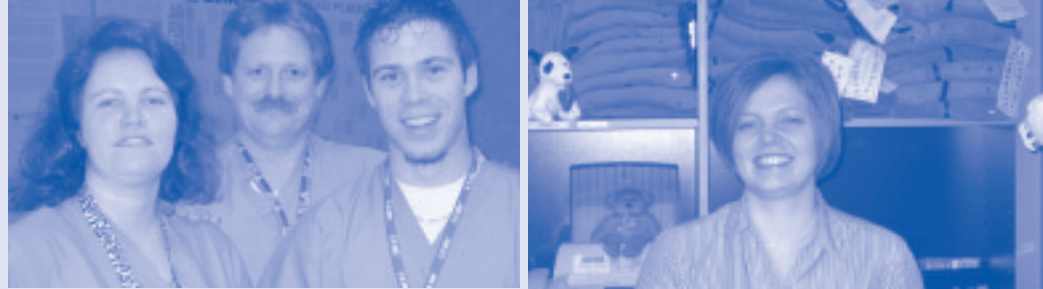
“We believe that a critical component to achieving patient-centered care is to provide the support of employee-centered leadership. To that end, the human values that serve as the foundation for our vision also apply to our employee relations: continuous improvement, caring, innovation, advocacy, respect, communication, integrity, and collaboration.”

Richard A. Fullmer, Executive Director, University of Utah Hospitals & Clinics

## CEO QUOTES

## Rewards & Recognition

Employees truly appreciate a culture of thanks and the little things go a long way toward building loyalty and mutual respect.



## BEST PRACTICE

**ARUP's** management feels that employees are the one strategic component that nobody can duplicate, and **ARUP's** long-term investment in work/life has had tremendous bottom-line results.

## EMPLOYEES SPEAK...

- ❑ “**REDMOND MINERALS** gives each associate a \$30 birthday certificate to their favorite restaurant on their birthday.”
- ❑ “Food is a form of celebration at **SUNSHINE TERRACE**, where they have free ice cream cones on Wednesdays, monthly employee breakfasts, quarterly staff lunch buffets and regular buddy luncheons with residents.”
- ❑ “At **STAMPIN' UP!**, the CEO sends a handmade birthday card in a hand-addressed envelope to every employee on their birthday – that’s incredible!”
- ❑ “At **SUNSHINE TERRACE**, employees use the “Caught Ya” bulletin board in the main hallway to post compliments for each other. Those employees receiving compliments are entered into a drawing for 2 free movie tickets.”
- ❑ “A couple of months ago, I was able to take my family to Disney on Ice with tickets **REDMOND MINERALS** provided. My kids still talk about it. Thanks to **REDMOND**, I have been able to take my kids to many events that we would otherwise not have been able to experience. These activities not only strengthen relationships within your own family, but build relationships as a company.”
- ❑ “I love working at **FUTURA**, and here are a few of the reasons: birthday celebrations, birthday cards from the president of **FUTURA**, free fruit during summer months, flowers and cards for illnesses, personal notes on pay checks, chili cook-off, savings bonds for births & adoptions, quarterly T-shirts, thank you notes from leaders/managers, breakfast in the Plant, Open House - Plant Tours for families, Olympic Pin purchases, Lagoon Day for your family.”
- ❑ “I’m impressed that the CEO of **SUNSHINE TERRACE** takes the time to issue a box of chocolates to each employee on his/her birthday.”
- ❑ “**REDMOND MINERALS** also has an awards program set up so employees can go fishing, golfing, or any fun activity an employee wants to do as a group.”
- ❑ “At **NICHOLAS & COMPANY**, we provide our employees with tickets and free meal vouchers at local restaurants as rewards.”

## CEO QUOTES

“We believe that successful businesses are measured not only by how well they create or distribute products or serve customers, but by how well they influence or sustain individuals and communities. We see each employee as an opportunity - a chance to empower an individual to meet his or her own needs for personal growth, to nurture their families, to earn a living as they contribute to a successful company.”

Shelli Gardner, Cofounder/CEO, Stampin' Up!

## Room to Grow

Employees offered many thoughts and ideas for future workplace enhancements.

## EMPLOYEES SPEAK...

- ❑ “Management training and the opportunity for employees to evaluate their immediate supervisors would be beneficial.”
- ❑ “I would really like to see an employee work/life committee formed for our facility.”
- ❑ “If we had no questioned days off that would be cool. Then you could call in ‘well’.”
- ❑ “I only wish that we could have an on-site workout facility; I realize that that will take time to happen.”
- ❑ “Need to have a space for lactation, makes it very difficult to continue pumping when you return to work if the only place is a bathroom stall.”
- ❑ “Having an on-site cafeteria would be awesome. Most of the places to eat around our company are a distance away.”
- ❑ “I believe a domestic partner should be covered – that is my ‘family’.”
- ❑ “A mentor program would be a good thing in my opinion.”
- ❑ “I’d love to see some parenting classes dealing with teenagers.”
- ❑ “We have lots of native English and native Spanish speakers – bilingual training classes would be great.”
- ❑ “Management has come a long way, but I hear many managers haven’t received the message from the ‘Executive Committee’ that work/life is something they’re held accountable for. They need to push managers to act, not just talk.”
- ❑ “The downside of part-time work is there are no benefits offered for part-time employees.”
- ❑ “The adoption cost reimbursement is only for newborn children adopted; it should apply to those of us who are considering adopting an older infant or child as well.”
- ❑ “I would like to see tuition reimbursement for certification programs and continuing education courses.”
- ❑ “The only thing I do not like about time off is that one needs to accrue time off. So, if you want to take a vacation at the beginning of the year, you’re out of luck.”
- ❑ “I would love to see some classes for grandparenting; as the grandchildren come I would love to be better in my relationship with them.”

## BEST PRACTICE

Companies made many positive changes this year and have plans for future enhancements, including:

- Expanding the corporate mentoring program
- Offering supplemental long-term care insurance
- Eight paid hours to volunteer at the philanthropy of employee’s choice
- Providing short-term disability insurance to bridge the gap for maternity leave
- Increased 401(k) matching benefit
- Exploring implementing a time-off bank

“One of our hallmarks is our flexible, changing culture. As our workforce has become more stable and more ‘a core’ (with turnover YTD at 14.7% versus 43.7% four years ago!), so has our ability to continue to provide uniquely for each employee.”

Susan D. Johnson, President, Futura Industries

## CEO QUOTES

## Working Life

Employees and their families come in all shapes and sizes. Company culture or policy is most meaningful when it truly supports employees' lives, in whatever form they take.



## BEST PRACTICE

**ARUP** was the first Regence BlueCross BlueShield customer in Utah to offer domestic partner benefits to its 1,455 employees.

## EMPLOYEES SPEAK...

- ❑ "I love being able to bring my grandchildren to work at **COTTONWOOD HEIGHTS**. I can spend some time with them during my lunch hour."
- ❑ "**IHC** has always worked well with me and the needs I have at home. I have been able to work part time on 2-12 hour shifts a week, and still get benefits, both of which are a necessity in our home."
- ❑ "This fall my youngest daughter was diagnosed with a disease. I was able to attend the family conferences in SLC because I could use my sick / personal leave at **SUNSHINE TERRACE** to take care of her. When my second daughter had surgery I was able to take leave to care for her children. I have donated some of my time off to other employees who have had similar family needs."
- ❑ "I have seen caring and help toward a grandparent that was put in the position of having responsibility for two grandchildren. **REGENCE BLUECROSS BLUESHIELD** management helped considerably with working hours and arrangements, and provided Christmas for the children."
- ❑ "I am a single mom and **STAMPIN' UP!** has let me set a schedule to accommodate my daycare needs and I am still able to get my job done."
- ❑ "I have no need for domestic partner benefits but know that it is a rarity for a company to offer such benefits. **ARUP** is very "in-tune" with employee needs, and that means a lot to me."
- ❑ "I was granted a 30-day leave of absence to care for my grandma in her final days. As a matter of fact, I called to quit to care for her, and **ARUP** gave me leave so I wouldn't lose my job."
- ❑ "I retired from **FUTURA** after 22 years, then due to financial problems came back part time for some income and PT benefits. My situation lead to my coming back full time, which has worked fantastically."
- ❑ "**FUTURA** really helped me to get out of a dangerous personal situation, through a company loan, and gave me the comfort and support that I need. They referred me to EAP, so I could speak with a professional. I feel like I have the support that I need and want."
- ❑ "I work part time and receive benefits. I am in school for a double major, volunteer in the community, and have other outside responsibilities. I would not have been able to keep so many things going in my life without the great flexible schedules and the benefits at **IHC**."
- ❑ "While working at **NICHOLAS & COMPANY**, I have never missed any of my children's school or sports events."
- ❑ "The truly unique thing about **REDMOND MINERALS** is the genuine concern the president has for each of his employees. **REDMOND** is a place where you can discover your passions and become the person you are capable of becoming. A place where you can make a difference in your life, and in the lives of others."

## CEO QUOTES

"We believe that profit is a means to a greater end – that end being the realization of human potential. We base all decisions on meeting the needs of this greater end, while realizing the means is important in getting us there."

Rhett M. Roberts, President/CEO, Redmond Minerals





## 2002 AWARDS

In its fifth year, the award process was successful in encouraging participation of companies from different industries, sizes and regions. The work/life dialogue in Utah was further elevated throughout the application process and competition increased significantly. This year's process was as follows:

**September 2002** - over forty nominations were accepted and screened

**October 2002** - nominated companies submitted:  
- online Company Profile  
- letter from the CEO/President

**November 2002** - information screened/scored; Finalists selected

**December 2002** - online employee questionnaires completed

**January 2003** - Work/Life Review Committee conducted on-site visits

**February 2003** - Work/Life Review Committee unanimously selected 2002 Winners

## 2003 AWARDS

Do you know of a company with outstanding work/life practices? It is time to nominate them for the 2003 Utah Work/Life Award.

Send contact information, including:

- Company Name
- Address
- Phone Number
- HR Representative, name and email address

Please send to:  
[utah@juxtaposesf.com](mailto:utah@juxtaposesf.com)

We look forward to your participation!



### MOVING FORWARD

Interested in continuing a dialogue about work/life issues? Want to learn more about best practices and how to make improvements at your company?

Please contact:  
Pamela Ballo  
Juxtapose Work/Life Consultants  
(415) 398-3260  
[utah@juxtaposesf.com](mailto:utah@juxtaposesf.com).

### EMPLOYER CHAMPIONS FOR CHILDREN

Child care and early education are critical to the success of two national priorities: helping families work, and ensuring that every child enters school ready to succeed.

Employer Champions for Children is a public/private partnership dedicated to bringing business leaders, policy makers and advocates together. The goal is to develop, share and achieve objectives designed to improve child care and early education in Utah. Corporate child care initiatives generally fall into four categories: **advocacy** in the public policy arena; workplace **practices**; community child care **quality enhancements**; and **public awareness**.

Collaboration will begin in the Spring of 2003. Please join the Department of Workforce Services, the Office of Child Care, and Utah Children in this exciting new project.

For information, please contact Lynette Rasmussen, Utah Office of Child Care: (801) 526-4340 or [lrasmussen@utah.gov](mailto:lrasmussen@utah.gov).



**The Utah Work/Life Awards is a collaboration between the Department of Workforce Services / Office of Child Care and Juxtapose Work/Life Consultants.**

As we begin to look toward next year's awards, we would appreciate your feedback on this year's awards and award process. To share your thoughts and ideas, please send email to: [utah@juxtaposesf.com](mailto:utah@juxtaposesf.com).

If you have any additional questions regarding this Award, please contact:

#### **Utah Office of Child Care**

Project Lead: Lynette Rasmussen  
 Phone: (801) 526-4340  
 Email: [lrasmussen@utah.gov](mailto:lrasmussen@utah.gov)  
 Internet: [jobs.utah.gov/occ](http://jobs.utah.gov/occ)



The vision of the Utah Office of Child Care (OCC) is to make quality, affordable child care available to every child in Utah who needs it. OCC works to achieve this goal by providing child care funding to working families, educating the community and child care providers, and assisting parents with locating affordable, quality care.

#### **Juxtapose Work/Life Consultants**

Project Lead: Pamela Ballo  
 Phone: (415) 398-3260  
 Email: [ballo@juxtaposesf.com](mailto:ballo@juxtaposesf.com)  
 Internet: [www.juxtaposesf.com](http://www.juxtaposesf.com)



Business & Community - Caring for Each Other™

Juxtapose Work/Life Consultants specialize in organizational culture assessment, creating exceptional workplaces and strengthening organizational communication. Juxtapose will help your company accurately assess employees' work/life needs and develop and integrate your work/life strategy with your business goals.

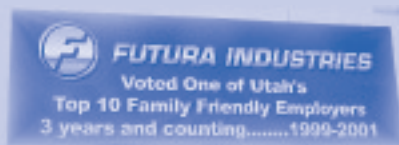
**We would like to recognize and congratulate  
all 2002 Utah Work/Life Award participants.  
We encourage and support your creativity  
and innovation as you continue to develop  
exceptional workplaces.**

### **Contacts**

For information on any of the items in this booklet, please contact:

2002 Work/Life Award feedback:	<a href="mailto:utah@juxtaposesf.com">utah@juxtaposesf.com</a>
2003 Work/Life Awards registration:	<a href="mailto:utah@juxtaposesf.com">utah@juxtaposesf.com</a> or (415) 398-3260
Employer Champions for Child Care:	<a href="mailto:lrasmussen@utah.gov">lrasmussen@utah.gov</a> or (801) 526-4340
Work/Life Best Practices Information:	<a href="mailto:utah@juxtaposesf.com">utah@juxtaposesf.com</a> or (415) 398-3260

WINNERS





Department of Workforce Services / Office of Child Care  
140 East 300 South, Salt Lake City, Utah 84111  
801-526-4340 toll free 800-622-7390 [jobs.utah.gov](http://jobs.utah.gov)